

# **Division of Human Resources**

***FY2004-FY2008***

## **Strategic Plan**

*Office of Governor Dirk Kempthorne*

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### **MISSION STATEMENT**

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The Division of Human Resources promotes workforce excellence through high quality HR services and accountability in leadership to serve the varied needs of state agencies, employees, job seekers, and the people of Idaho. Our mission is to:

- Keep Idaho state government a competitive employer in present labor market conditions;
- Provide a high-tech, customer-oriented and career-based environment to attract, retain, and maximize a talented state workforce;
- Assist state agencies to achieve program and service goals through a well managed workforce.

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### **GUIDING PRINCIPLES**

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- The Importance of Public Service
- Fair Employment Practices
- Equal Pay for Equal Work
- Merit System Integrity
- Veterans Preference
- Friendly Customer Service
- Cost Effective and Efficient Operations
- Strategic Partnerships

The following goals describe DHR's priorities. The objectives identify how the goals will be achieved. The implementation schedule is defined by fiscal year, or as ongoing, meaning a continuous improvement process throughout FY04-08. Performance standards measuring efficiency, economy, and effectiveness are listed in the next section.

## **GOAL ONE: COMPETITIVE, RESULTS-ORIENTED RECRUITMENT STRATEGIES AND SERVICES**

### ***Objectives***

- a.** Streamline the job announcement and application process **(ongoing)**
  - 1. Simplify processes
  - 2. Reduce time and effort involved for applicant and agencies
  - 3. Increase use of resume reviews
  - 4. Conduct process analysis to increase efficiency
- b.** Invest in technology to increase service capacity **(ongoing)**
  - 1. Design system to accept resumes for future job openings
  - 2. Manage database to keep job seeker status current
  - 3. Improve service to agencies via on-line resumes
  - 4. Automate designated examiner review process for remote access
- c.** Tailor screening to agencies and specific jobs **(ongoing)**
  - 1. Encourage flexible job announcement text
  - 2. Expand recruiting services while tracking return on investment
  - 3. Improve targeted recruiting efforts
  - 4. Coordinate recruitment opportunities whenever possible to promote state employment
- d.** Provide better, fresher job candidate lists **(ongoing)**
  - 1. Design system to provide job-ready applicants
  - 2. Research improved testing techniques/tools
  - 3. Evaluate each testing mechanism for validity, results, bias
  - 4. Validate hiring list codes
- e.** Improve feedback to applicants **(ongoing)**
  - 1. Communicate to clarify processes
  - 2. Provide career counseling as requested
  - 3. Improve ATS/e-mail communications with applicants
- f.** Develop a more responsive classification process **(FY05)**
  - 1. Assist agencies with organizational design and structure
  - 2. Continue proactive job design to meet changing budget and organizational needs
  - 3. Support agencies goals to effectively re-engineer work
  - 4. Improve HR staff skills regarding classification methods **(FY04)**
- g.** Be flexible, agile, creative, responsive to labor market **(ongoing)**
  - 1. Engage in pilot projects with agencies **(FY04, FY05)**
  - 2. Develop partnerships with agencies
  - 3. Try new approaches to classification, compensation and recruitment
  - 4. Encourage continuous improvement

## **GOAL TWO: IMPROVE COMPENSATION AND BENEFITS ADMINISTRATION (ONGOING)**

### ***Objectives***

- a.** Balance package to address recruitment, retention, and reward goals
  - 1. Improve compensation surveys to better reflect market (include federal jobs)
  - 2. Analyze turnover rates
  - 3. Define incentive and performance pay strategies
- b.** Continue to integrate salary and benefits into one package
  - 1. Analyze benefit package features and cost
  - 2. Compare relative use and value of each component
  - 3. Develop models to show impact of salary and benefit changes
  - 4. Continue to publish individual benefit statements
- c.** Create market based pay schedules. **(FY04, FY05, FY06)**
  - 1. Define state-wide occupational groups and definitions
  - 2. Assign all state classifications to defined occupational groups
  - 3. Promote law changes to support multiple pay schedules **(FY04)**
  - 4. Create pay schedules based on the market rates for given occupational groups **(FY05)**
- d.** Research the feasibility of creating new compensation systems, solutions and funding mechanisms **(FY04, FY05)**
  - 1. Creating pay delivery systems that move employees through published pay ranges to market average rates
  - 2. Analyze mid-point budgeting for occupational groups
  - 3. Explore feasibility of funding mechanism tied to a key economic index
- e.** Create a classification data base to automate comparative jobs and relationships to the classifications' respective comparable benchmark.
- f.** Research and update shift differential policy and law
- g.** Increase coordination with Office of Group Insurance on benefit issues, employee customer service
- h.** Continue strategic partnership efforts with State Controllers Office on pay, policy, and data system issues
- i.** Maintain internal equity in compensation via Hay methodology
- j.** Support agency compensation and benefits data management through comprehensive data analysis and reports

### **GOAL THREE: ENHANCE WORKFORCE DEVELOPMENT AND COMMUNICATIONS SERVICES, EMPLOYEE EDUCATION AND STAFF DEVELOPMENT**

#### **Objectives**

- a.** Increase opportunities to improve individual employee skills **(ongoing)**
  - 1. Expand Management Development programs and opportunities: **(FY04-FY05)**
    - a. maintain ongoing state-wide Certified Public Manager programs
    - b. develop state-government focused courses for those with advanced management degrees
    - c. develop Executive Management Seminar
  - 2. Expand Supervisory Development programs **(FY04-FY05)**
    - a. coordinate state-wide supervisory skills training
    - b. develop Pre-Supervision class

3. Expand class offerings in performance management and loss control training: **(FY05-FY07)**
    - a. Develop classes in:
      - Retaining & Motivating Employees
      - Safety & Loss Control
      - Mentoring
      - Working through Critical Incidents
      - Absenteeism
    - b. Design and implement risk reduction training programs for employment law issues **(ongoing)**
  4. Develop Certificate Programs for: **(FY04, FY05, FY06)**
    - a. Office Profession Skills
    - b. Interpersonal Skills
    - c. Dispute Resolution
    - d. Performance Management
    - e. Facilitation Skills
  5. Expand On-Line Learning opportunities: **(FY04, FY05, FY06)**
    - a. develop state government specialty courses
    - b. utilize training software programs
    - c. develop feedback mechanism to evaluate ROI
  6. Provide HR professional development opportunities **(FY04, FY05, FY06)**
  7. Provide Orientation Programs for newly appointed: **(FY05, FY06)**
    - HR personnel
    - executives
    - managers/supervisors
  8. Develop CEU program to enable employees to gain professional credit for taking certain state courses **(FY04)**
- b.** Provide training and guidelines for agency workforce planning
  - c.** Enhance and refine performance management statewide **(ongoing)**
  - d.** Increase agency performance through organizational development consultation
  - e.** Develop on-line training registration management system **(FY04)**
  - f.** Improve employee retention through personal growth, development and communications
    1. Provide career development opportunities for state employees: **(FY05-FY08)**
      - a. develop workshop on career planning
      - b. develop career ladder system within state government
      - c. provide resources library (books, video tapes, web sites)
    2. Provide health wellness education opportunities to promote individual productivity: **(FY04-FY06)**
      - a. establish community partnerships
      - b. partner with Office of Group Insurance & Health Insurance provider(s)
    3. Develop exit interview process: **(FY04-FY06)**
      - a. create guidelines and interview format
      - b. train supervisors and managers on value and use

#### **GOAL FOUR: SUPPORT RETENTION VIA HR MANAGEMENT POLICIES, PRACTICES, AND CONSULTATION (ONGOING)**

##### **Objectives**

- a.** Open Career Paths

1. Keep promotion opportunities visible (**ongoing**)
  2. Design job families to reflect career ladders (**FY04-FY07**)
- b.** Stress importance of employee relations to managers and policy makers
  - c.** Improve HR customer services for current state workforce
  - d.** Increase DHR staff capability for management consultation
  - e.** Develop and maintain model policies for complex human resource issues
    1. Provide assistance to agencies
    2. Ensure basic consistency of benefits
    3. Keep current on national issues for review and consultation service quality

## **GOAL FIVE: SEEK BEST PRACTICES IN EMPLOYEE RELATIONS (ONGOING)**

### ***Objectives***

- a.** Train employees and management in alternative dispute resolution techniques
- b.** Research and offer model personnel policies for agencies use
- c.** Provide high quality management consultation
- d.** Coordinate AA and EEO programs and reports as agencies need
- e.** Identify and share best practices in public and private HR
- f.** Provide mediation services and coordination of resources (**FY05, FY06**)

## **GOAL SIX: CONTINUE FAIR AND EFFECTIVE IDAHO PERSONNEL COMMISSION OPERATIONS (ONGOING)**

### ***Objectives***

- a.** Ensure prompt and fair communications
- b.** Support highly qualified hearing officers
- c.** Monitor case progress carefully
- d.** Research use of formal Alternate Dispute Resolution strategies
- e.** Continue separate legal services to ensure objectivity
- f.** Keep support services available as needed

## **GOAL SEVEN: IMPROVE AND TARGET COMMUNICATIONS (ONGOING)**

### ***Objectives***

- a.** Develop master communications plan to ensure all employees are included via electronic and other methods

- b.** Focus special communiqués for supervisors and managers **(FY04)**
- c.** Enhance state HR staff network **(ongoing)**
- d.** Create HR reports for citizens, agencies, employees, legislators **(ongoing)**
- e.** Continually enhance web based communications

## **GOAL EIGHT: DEVELOP STRATEGIC PARTNERSHIPS AND TEAM APPROACHES FOR MORE EFFECTIVE AND EFFICIENT USE OF RESOURCES (ONGOING)**

### ***Objectives***

- a.** Continue to build partnerships with state agencies
  - 1. Identify roles, responsibilities, and service priorities with large agencies
  - 2. Work in partnership with Department of Labor, PERSI, State Controller's Office and Department of Administration on improving HR system issues
- b.** Provide information to serve and assist the Idaho Legislature in their decision-making processes.
- c.** Strengthen coordination between policy advisors, DFM and DHR staff who work with the same agencies, and agency leadership
- d.** Identify areas of repetitive process or duplicate efforts to streamline or eliminate same

## **GOAL NINE: IMPROVE RECORDS MANAGEMENT EFFORTS TO ENHANCE RESEARCH AND DECISION MAKING**

### ***Objectives***

- a.** Complete Applicant Tracking System enhancements
- b.** Integrate Applicant Tracking System/Employee Information System **(FY05, FY06)**
  - 1. Design system to generate needed employment records for personnel when an applicant is hired
  - 2. Reduce time and effort involved for agencies, applicants and DHR staff in filling out additional forms, data entry and hire validation.
- c.** Enhance Scanning/Imaging Capabilities **(FY05)**
  - 1. Design system to scan resumes and additional documentation to attach to an application
  - 2. Design system to scan application form into database
  - 3. Reduce time and data entry redundancy for DHR staff and applicants
  - 4. Allow agencies access to all scanned applicant information electronically
  - 5. Scan written bubble test forms into Applicant Tracking System
- d.** Continually refine performance management via a Web Based Employee Appraiser **(FY05)**
  - 1. Investigate options for new web based version to provide to agencies
  - 2. Improve access and system recovery
  - 3. Eliminate DOS based software errors
  - 4. Update performance management terminology
- e.** Explore the cost-benefit issues of movement to one HRIS System **(FY06-FY08)**

1. Design system to integrate agencies' HR databases with personnel information residing at the State Controller's Office
  2. Reduce redundant data entry for agencies
  3. Increase efficiencies in data by reducing manual errors
  4. Explore potential of proposal to ITRMC
  5. Expand database to allow agency specific data
- f.** Improve Information Compensation Analysis
1. Automate reports
  2. Allow for more detailed/accurate compensation analysis

***External Factors***

- The labor market, supply and demand factors
- Changing unemployment rates
- Market wage variations
- Overall economic inflation
- The aging of the Idaho state workforce
- The cost of health care and health insurance
- Demographics regarding number of workers available
- The state's economic outlook
- Revenue forecasts
- Federal salaries and compensation plans

Many economic factors contribute to the ability of the State of Idaho to be perceived as a competitive employer. When certain skills are in high demand, businesses must compete for employees. This competition leads to increases in wages and salaries. If unemployment is relatively high, pressure is on recruiting service, as more people compete for jobs, and DHR must ensure fairness and equal opportunity for the job seeker.

Another external factor is the aging of the Idaho State workforce. The average state employee is 47 years old. This average is much higher than the private sector, and brings with it higher benefit costs. Continuing health insurance cost increases significantly impact the compensation package.

Competition also comes from the number of workers available. As the Baby Boomer generation begins to retire, there are not an equal number of replacement workers entering the workforce. The ability to recruit and retain the quality and quantity of state employees needed for the agencies to be successful is impacted. Of particular concern is the nationwide shortage of nurses.

### ***Program Evaluations***

The state personnel system was the subject of Governor Phil Batt's Personnel Reform Task Force of 1997. This Task Force involved key legislators, as well as corporate executives and personnel experts, under the leadership of Darrell Manning.

Further reforms occurred when the 1999 Legislature and Governor Dirk Kempthorne worked to redesign the personnel system to ensure more accountability and responsiveness. The Legislature supported the creation of DHR and the Task Force recommendations were used to guide the new Division of Human Resources.

Program evaluation is slated to be done annually in the form of a customer service survey. Additional input provided directly by legislators via HR issue discussions at the CEC meetings, HR and Commerce Committee hearings, and individual suggestions. Legislators, agency management, state employees, and applicants will all serve as the group to survey regarding program evaluation issues. DHR uses a participatory process for planning processes.

### ***Annual Performance Plans and Accountability Reports***

Use the following factors to measure the effectiveness of the Division of Human Resources goal achievement.

### **DHR STAFF PERFORMANCE**

Performance management will be self-directed and supervised according to the guiding principles and the goals and objectives.

Indicators:     % of staff given clear expectations for performance  
                    # of staff evaluated against guiding principles, goals and objectives  
                    % of staff achieving performance standards

### **GOAL ONE: RECRUITMENT STRATEGIES AND SERVICES**

Indicators:     Baseline data collected  
                    Customer survey results  
                    Average time required by applicant for placement on register  
                    # of resume only screenings  
                    # of process reviews completed  
                    # of applications received  
                    # of on-line applications received  
                    # of on-line tests available  
                    % of announcements customized



- # of decentralized recruiting projects
- % of registers producing candidates hired
- # of HR staff trained in classification methods
- # of job classes reviewed, created, updated, deleted, and combined
- # of pilot projects
- # of hits on website

## **GOAL TWO: COMPENSATION AND BENEFITS ADMINISTRATION**

Indicators:    # of salary surveys conducted/analyzed  
Change in % of turnover vs. industry average  
Change in % of pay schedule vs. market average  
% Accuracy in pay and benefit forecast costs  
# of joint projects with SCO and Office of Group Insurance  
# of job classes evaluated

## **GOAL THREE: WORKFORCE DEVELOPMENT**

Indicators:    # of classes offered  
# of employees attending  
# of hours employees attended  
# of agency workforce plans  
# of students in Certified Public Manager program  
# of HR classes offered  
# of hours HR staff attended evaluation results

## **GOAL FOUR: RETENTION**

Indicators:    # of reclassifications upward  
# of promotional announcements  
# of promotions  
# of payline exceptions approved, denied, continued  
# of customers surveyed  
% of customers responding to survey turnover rate

## **GOAL FIVE: EMPLOYEE RELATIONS**

Indicators:    # of ADR classes offered  
# of employees attending  
# of model policies issued  
# of hours of continuing education taken by consultants  
% of AA/EEO/Vets reports completed

## **GOAL SIX: IDAHO PERSONNEL COMMISSION ACTIVITIES**

Indicators:    # of appeals filed  
# of hearing officers assigned to cases  
% of full-time attorney services provided  
% of support staff time provided  
# of case progress or finding reports prepared

## **GOAL SEVEN: COMMUNICATIONS**

Indicators:    # of newsletters issued  
# of users on HR List Serve  
# of hits on DHR Internet & Intranet sites  
Customer survey results

## **GOAL EIGHT: PARTNERSHIPS EFFORTS**

Indicators:     # of projects with other agencies  
                  # of formal service agreements

### **Performance Results and Effects**

- Improvements in speed and quality of screening processes are critical to state agency's ability to compete for the best-qualified job applicants.
- A comprehensive salary and benefits package that is competitive in today's labor market is a key factor in the state of Idaho's ability to recruit and retain quality employees. Accurate pricing of jobs contributes to equal pay for equal work.
- Workforce planning activities are critical to ensure key vacancies and staffing needs are accurately forecast. Staff training and visible career paths increase potential for retention, job satisfaction, and promotion. Both planning and training increase the potential for state agencies to continue toward goal achievement rather than stall during long periods of vacancies or with poorly prepared leaders.
- Solid classification work is the foundation for internal equity in the compensation system. It also provides parameters for effective targeting of recruitment and screening activities.
- Good HR management and legal consultation, provided proactively prevents unnecessary appeals and lawsuits. Liability, including the cost of liability insurance relative to employment law issues, will be reduced.
- Improved employee relations impact retention, productivity, morale, and recruitment.
- Effective communications result in more consistent HR practices statewide and better, more effective and efficient working relationships.
- Management development programs result in a pool of trained and knowledgeable managers who can provide leadership to sustain the continuity of quality state government in times of cut backs and high numbers of retirements in senior staff.
- Wellness programs positively effect productivity, provide knowledge and skills to meet the unique challenges of today's workplace environment and reduce insurance costs, absenteeism, illness, and negativism.
- Effective web communication extends information to employees increasing awareness of HR issues, events, training opportunities and specialized programs. Web communication leads to easier information access, higher retention, productivity, and morale.

Contact Bob Oberholzer, HR Services Integration Manager, or Ann Heilman, DHR Administrator, at 429-5500 for more information